
**Strengthening the Islamic Boarding School-Based Economy and
Entrepreneurship Towards Economic Independence
(Case Study at the Al-Bahjah Sumber Islamic Boarding School, Cirebon
Regency)**

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ABSTRACT

Many Islamic boarding schools do not yet have economic independence, so the concept of Islamic boarding school independence must continue to be promoted not only for the internal interests of the Islamic boarding school, but also for the social interests of society, so that the existence of Islamic boarding schools can be felt by the community. This research aims to examine the strengthening of Islamic boarding school-based entrepreneurship towards economic independence in Pondok Al-Bahjah, Cirebon Regency. The research method used is a qualitative approach with a case study design. Data was collected through in-depth interviews, participant observation and documentation. The research results show three main findings, including: First, efforts to strengthen Islamic boarding school-based entrepreneurship are carried out through Economics and Entrepreneurship, creating products that are able to compete in the market, as well as improving skills in entrepreneurship. Second, factors that influence the success of entrepreneurship programs include good leadership and management, adequate human resources, entrepreneurship education, technology and innovation, supporting infrastructure and facilities, partnerships, monitoring and evaluation which are carried out regularly. Third, the impact of strengthening Islamic boarding school-based entrepreneurship is increasing the economic independence of students, developing students' skills, and improving the welfare of students and residents in the area around Islamic boarding schools. The implications of this study show that strengthening entrepreneurship in Al-Bahjah Islamic Boarding School, Cirebon Regency has an impact on three important areas: increasing the economic independence of the pesantren and the surrounding community through various business units, improving the welfare of students and the community by creating jobs, and developing entrepreneurial skills of students as a provision for their future. This changes the role of pesantren from just an Islamic educational institution to a social institution with strategic economic contribution.

Keywords: Islamic boarding school-based entrepreneurship, economic independence, Islamic Boarding School

INTRODUCTION

Islamic Boarding School is a traditional Islamic educational institution in Indonesia, which has long been a center for fostering and developing the economic independence of the community, especially santri, and in the era of globalization and economic modernization, the challenges for Islamic boarding schools to remain relevant and effective in increasing the economic independence of santri are increasingly diverse and greater (Sriani 2022; Usman 2013; Wahidah 2016; Wiranata 2019). Therefore, this research aims to explain efforts to strengthen Islamic boarding school-based entrepreneurship and its impact on the economic independence of Islamic boarding schools. In entrepreneurship, researchers are guided by Drayton's concept, namely the social life cycle of entrepreneurship into four stages (Kurniawan 2022; Puspitasari 2019; Sofia 2017; Sudarko and Tjitropranoto 2018): First, the apprenticeship period. Namely, a long period where entrepreneurs look for experience, skills and confidence to bring about greater change. Second, the launch period. Namely At this time, entrepreneurs begin a career of exploration, testing and proving their ideas. Third, take-off period. Namely, there is a merger of organizations and continuing their ideas, so that their ideas spread and are accepted by the wider community. Fourth, maturity period. Namely the core period of how entrepreneurs have proven that entrepreneurial results can have a real impact on society.

In order to strengthen the Islamic boarding school economy, entrepreneurship programs continue to be implemented at the Al-Bahjah Islamic Boarding School, Cirebon Regency. This Islamic boarding school, which was founded in 2005, started a program in the field of entrepreneurship, namely by establishing AB Mart, which was founded in 2011. Despite the various limitations it has, the Al-Bahjah Cirebon Islamic Boarding School continues to strive to strengthen existing entrepreneurship in order to achieve the Islamic boarding school's economic independence.

There is a research gap (GAP) where although Islamic boarding schools have long been known as traditional Islamic educational institutions that play a role in fostering the economic independence of students, there has not been a comprehensive study that specifically analyzes efforts to strengthen entrepreneurship at the Al-Bahjah Cirebon Islamic Boarding School which was established in 2005 and started an entrepreneurship program with AB Mart in 2011, especially using the Drayton concept framework about the social life cycle entrepreneurship (internship period, launch, take-off, and maturity) to identify the stages of pesantren entrepreneurship development and analyze how pesantren with its various limitations can transform towards sustainable economic independence, reduce dependence on external and government assistance, and improve the quality of education and the welfare of students and the surrounding community

The economic independence of Islamic boarding schools is very important to fight for because it can help improve the quality of education and welfare of the students and the surrounding community (Badruzzaman 2009; Harahap and Syarif 2022; Hikmah, Kurniawan, and Harmoyo 2024; Rahmah 2018). This independence can also reduce the dependence of Islamic boarding schools on external assistance and the Government, so that Islamic boarding schools can focus more on developing internal potential and achieving sustainable long-term goals.

There are several studies that discuss the economy in Islamic boarding schools, including: First, research from Nuril Hikmah and Muhammad Kurniawan entitled

"Strengthening Islamic Boarding School-based Entrepreneurship Towards Economic Independence". This research reveals the potential of students and the community in optimizing entrepreneurship for Islamic boarding school economic independence. Researchers analyze that this Islamic boarding school has long focused not only on religious aspects for students, but also the economic development of students is very necessary, because of the students' different backgrounds. So this Islamic boarding school has many economic programs, one of which is the Second Santri Canteen, research from Endang Sriani entitled "The Role of Santripreneurs at the Edi Mancoro Islamic Boarding School in the Independence of Community Islamic Boarding Schools". Here, researchers show that there are two models of empowering santripreneurs, namely economic empowerment of santri and empowering the community around the Islamic boarding school to become independent.

From the background above, researchers will reveal three important parts, namely efforts to strengthen Islamic boarding school-based economics and entrepreneurship at Al-Bahjah Cirebon Islamic Boarding School, factors that influence the success of Islamic boarding school-based economic and entrepreneurship programs at Islamic boarding schools, and the impact that strengthening Islamic boarding school-based economics and entrepreneurship will have on economic independence in these Islamic boarding schools.

RESEARCH METHODOLOGY

This research method uses a type of field research with a qualitative research approach. The design of this research is the case study method. By using a case study approach, it is hoped that researchers can obtain in-depth data and include various sources of accurate information, by going into the field to look for data about problem phenomena that occur naturally through observations around the research object. The data sources used by researchers are two sources. First, primary data, which is taken from observation, interviews and documentation. Second, secondary data, namely taken from relevant literature Sources

Data Collection Techniques

Researchers use data collection techniques through three data sources, as follows: First, observation. Namely, researchers went directly to the Al-Bahjah Cirebon Islamic Boarding School. This is important, because it is to understand directly how the process of strengthening the economy and entrepreneurship is carried out at the Islamic boarding school. Second is through interviews. Namely, a semi-structured interview process, which in this case is included in the in-dept interview category. The key informants interviewed were Islamic boarding school administrators, Islamic boarding school administrators and students, and people who work at Islamic boarding schools. Third, documentation. Namely, researchers directly documented entrepreneurship and management activities involving Islamic boarding school residents, their activities, and various relevant documentation related to strengthening entrepreneurship at the Al-Bahjah Islamic Boarding School, Cirebon Regency.

Data Analysis Techniques

Researchers use inductive qualitative data analysis, namely an analysis based on data obtained and then developed with various theories. This data analysis has at least three stages, including: First, data reduction. Namely, the process of selecting and filtering data that is relevant to the research. Because there was a lot of data obtained from the field, the researcher

carried out data reduction to select data that was considered relevant. Second, data triangulation. Namely, checking data from various sources in various ways, and at various times. Third, draw conclusions. Namely, after going through data inspection, data display, and analysis, the next step is drawing conclusions from the data that has been processed into a form that is in accordance with the problem solving pattern applied to the Problem.

RESULT AND DISCUSSION

Result

A Glimpse into Entrepreneurship at the Al-Bahjah Islamic Boarding School, Cirebon Regency. The entrepreneurship carried out at the Al-Bahjah Islamic Boarding School, Cirebon Regency is included in the Economic and Entrepreneurship category where there are businesses such as Al-Bahjah Mart (AB Mart), but over time it is felt that the staff is very adequate. So the Al-Bahjah Islamic Boarding School focuses on Economics and Entrepreneurship, where the business has been further developed so that it has established several branches of AB Mart, AB Chicken, AB Travel in Cirebon which are managed Professionally.

If in the previous year Albahjah Islamic Boarding School only had one central Ab Mart, then in the second year Al-Bahjah Cirebon had several branches around the Cirebon area, such as AB Mart Buyut, Ab Mart Jamblang and Ab Mart Weru Plered

Economics and Entrepreneurship can help other people get jobs. Apart from that, there are a number of variables that influence the progress of this business. Having human resources capable of managing a business and good financial management are two important components so that a business can run smoothly. Next is the selection of products that can be accepted by students and the community. The technological factor is also very important for the sustainability of this business because it saves energy for human resources.

Efforts to Strengthen Islamic Boarding School-Based Entrepreneurship in Pondok Al-Bahjah, Cirebon Regency :

1. Optimize Service and Product Quality

Optimization is the achievement of expected results effectively and efficiently, where optimization is also widely interpreted as the measure by which all needs can be met from the functions carried out. From this description it can be concluded that optimizing service quality is a process where there is an increase in efficiency, productivity and consumer satisfaction so that consumers can be served politely and satisfied with the goods they have Purchased

2. Empowering Human Resources Owned by Islamic Boarding Schools

Entrepreneurial empowerment is an effort to increase the spirit of entrepreneurship among the community, especially through activities that focus on development and Skills

- a. Internal Human Resources (HR).

The main component that must be present to run a business is human resources (HR), because HR is the main factor in the success of a program, and having adequate human resources will make it easier for a business to develop and spread its wings. Therefore, the role of HR is very important for the success of a business. The role of HR in supporting the entrepreneurship program at the Al-Bahjah Islamic Boarding School, Cirebon Regency, includes participating in all of this work being carried out by the students with the help of the administrators. It is not uncommon for caregivers

to be present during harvest. This activity is carried out every day and is divided into the student picket schedule. This is as expressed by AH, the person in charge of the program, as follows :

"For the role of caregivers and administrators themselves in supporting entrepreneurship at Al-Bahjah Islamic Boarding School, Cirebon Regency, we invite students to participate in this entrepreneurship."

There are several students who are still in school, who are still in college and so on. "Therefore, how do we share our time with those who are still serving or still studying, so they can participate in this entrepreneurship.

b. External Human Resources (HR)

Apart from maximizing the role of students in managing entrepreneurship in the field of trade, Al-Bahjah Islamic Boarding School, Cirebon Regency also collaborates with communities in the Islamic boarding school environment, to run community-based entrepreneurship programs. A community is an association of people formed from many people who have the same ideas, hobbies or goals. The concept of community-based entrepreneurship reflects the entrepreneurial environment in a community-based context which includes skills, resources, motivation and government policies. Community-based entrepreneurial activities are business institutions that are owned to realize the welfare of the community. Community-based activity efforts are carried out in entrepreneurship at the Al-Bahjah Islamic Boarding School, Cirebon Regency

3. Improve Entrepreneurship Skills

a. Entrepreneurship Education

Entrepreneurship education, through various types of education and training processes, aims to influence individual attitudes, behavior, values or intentions towards the concept of independent business as a career choice that can be realized in society. In implementing entrepreneurship education efforts, this Islamic boarding school, as stated by Santri Al-Bahjah, is as follows :

"There are two types of education, namely formal and non-formal education, so activities at this Islamic boarding school are considered non-formal because learning activities are outside the formal school environment. "For example, what is done here is reciting the Koran and entrepreneurship" (personal interview, 12/10/2024).

This is as stated by the students of Al-Bahjah Islamic Boarding School, Cirebon Regency, Al-Bahjah Islamic Boarding School, Cirebon Regency, which previously only had non-formal education activities, which included reciting the Koran and other activities such as entrepreneurship. As stated in chapter two, the goal of entrepreneurship is individuals who have skill, perseverance, personal responsibility, the courage to take risks, creativity, and optimism in planning their business activities. Entrepreneurship requires two things: desire and ability, perspective and character. This is what allows entrepreneurs to develop their businesses to reach a certain level of

success. At the Al-Bahjah Cirebon Islamic Boarding School, the efforts made include providing materials by caregivers. This practice is carried out directly by the caregivers themselves, namely when they jump in and practice directly, but sometimes the caregivers also discuss the entrepreneurship chapter in the association forum when the recitation is finished.

b. Assistance and Monitoring

The Islamic boarding school provides capital and assistance for students to be able to take part in entrepreneurship at the Albahjah Islamic Boarding School, Cirebon Regency. This assistance is also related to religious values which can later be used as provisions for the students when they return to their respective homes. Apart from that, Islamic boarding schools also provide opportunities for students to contribute to what they want, just as they have the desire to become an agribusiness entrepreneur by planting what they want. In fact, this will be facilitated and provided with capital by the Islamic boarding school, and will receive management assistance. This is done so that the students will be more enthusiastic about carrying out this Islamic boarding school-based entrepreneurship.

Factors that Influence the Success of the Entrepreneurship Program at the Al-Bahjah Islamic Boarding School, Cirebon Regency :

1. Good Leadership and Management

Good leadership and management will play a role in productivity and also success in entrepreneurship, while an entrepreneurial leader himself is someone who has an important role in an organization or entrepreneurship, where the role of a leader is to lead, direct and motivate team members to achieve goals. Meanwhile, management is an entrepreneurial training skill, customer skills and financial risk management.

From this, the factors that influence the success of leaders themselves are having a clear vision and strategy, daring to take risks, having experience, working hard and having internal control. This is as stated by Ms. Ning that the factors that influence success in leading entrepreneurship include having a clear vision and mission, which entrepreneurship in this Islamic boarding school itself has is an effort to make students independent. The second is the courage to take risks, where the risk referred to here is making decisions regarding entrepreneurship that fails or has problems, so you must be able to make decisions about what to do in the future. The third is to have experience so that this experience can be shared with students. In the Islamic boarding school itself, in managing the management used, the Islamic boarding school still uses simple methods, such as management in which income is calculated and recorded in the sales book.

2. Solid Human Resources

In a business or entrepreneurship, human resource management (HR) is a very important component. This is not limited to any type of business, whether large or small. Human Resources (HR) are the main factor driving a business and human resources also determine whether the business will progress or not. The success of an organization begins with human resources, because human resources are a valuable asset, both in terms of ideas and differences, and are the only way to sustainable business growth. The factors that influence the success of

human resources in a business are planning, organizing, directing and supervising activities, developing, providing compensation, integrating, maintaining and releasing human resources. This is to achieve various individual, organizational and societal goals.

Human resources at the AL-Bahjah Islamic Boarding School, Cirebon Regency, including program planning. This planning helps students become more independent, creative and responsive to situations. Furthermore, the second factor that influences the success of a business is organization, which can be controlled easily when an entrepreneurial organization has its own part in running it. The third factor is management, which is also very important because of Quality Management determines the success of a business. Not only that, to optimize human resources in managing entrepreneurship in this Islamic boarding school is to involve every student in the management of planning, harvesting, packaging and also marketing itself.

3. Sufficient Financing Capital

Financing is funding provided by a party to another entity, which is used to support investments or businesses that have been planned by themselves or an institution. In other words, financing is funding that is issued to support planned investments. According to Syaikh, one of the Islamic boarding school students, the main factor that influences the success of this financing is funding. So far, funding for Islamic boarding schools does not come from banks or credit but rather from the caregivers' own funds, which if calculated from the Ab Mart Business at the Center and Branches can already be said to make a profit. Not only that, the profits obtained are very large, from the money you can buy various public facilities for the Islamic boarding school and also operational needs, such as laptops and printers for management and needs in the Islamic boarding school.

4. Implementation of Entrepreneurship Education

Entrepreneurial education is the process of teaching people insight, self-esteem, knowledge, commercial opportunities, and the skills to act on their own thinking. Therefore, the success of entrepreneurship education is influenced by education and training which is intended to influence attitudes, behavior and individual independence. These factors include the processes of applying knowledge, building attitudes, and developing skills and competencies. Furthermore, a learning environment can be created and maintained by encouraging traits and behavior. It's like taking risks, assuming responsibility, and valuing diversity. This is as stated by ENF, the Islamic boarding school administrator, below :

"In this entrepreneurship education, we create a training process for students to take part in activities, such as land management from Abah Kiai who brings in speakers from outside who are more experienced. There is one student who really has to be able and learn from someone who is experienced. "Furthermore, he taught other students about the science of planting and the portion of fertilizer given, how to store plants."

One of the factors that influences the success of entrepreneurship education is the theory and training provided directly by people who have experience in this field. Therefore, the combination of these three factors can produce student experience and knowledge.

5. Carry out product innovation and use of technology in digital marketing

As technology drives innovation, things like digitalization and artificial intelligence have changed traditional business models. Literature in this area provides an understanding of how technological changes impact business, customer interactions, and market dynamics. Therefore, it is very important to understand how young entrepreneurs use innovation to gain an edge over the competition.

According to Bang Ali, a student and person in an Islamic boarding school, one of the factors that influences the success of technology is making the best use of it for promotion, communicating with customers, and collaborating with other people. Apart from the innovations made by Islamic boarding schools in managing this Islamic boarding school-based entrepreneurship, when the harvest is abundant and product prices are very low, they look for other ways to increase the selling value of the product, such as by making packaged chili sauce.

6. Well-Established Partnership

According to Law no. 9 of 1995, partnership is a type of business collaboration that is mutually bound either directly or indirectly between the partnering parties. The factors that influence the success of a partnership are mutual need, mutual strengthening of each other, and providing benefits to the partnering parties. Therefore, partnership is a type of business cooperation whose aim is to achieve common goals.

7. Continuous Monitoring and Evaluation

Entrepreneurship program also requires evaluation as well as monitoring and supervision, the aim of which is to determine the success of the entrepreneurship program, while evaluation is an activity and records the implementation of the program which is carried out in a planned and continuous manner to determine the success of a program. An important factor in this evaluation is that a leader must go to the field to provide several reviews and notes, as well as direct improvements for mutual progress. In this Islamic boarding school itself, apart from existing planning, Islamic boarding school administrators go directly into the field to monitor the entrepreneurial activities of the students. By carrying out direct monitoring, evaluations can be carried out because administrators can see obstacles and provide input to resolve problems quickly and precisely.

Discussion

Implications of Strengthening Islamic Boarding School-Based Entrepreneurship at the Al-Bahjah Islamic Boarding School, Cirebon Regency for the Economic Independence of Islamic Boarding School.

1. Increasing the Economic Independence of Islamic Boarding Schools and Local Resident

Independence means the freedom to take the initiative, overcome obstacles, do things right, be persistent in business, and do things on your own without the help of others. As time goes by, Islamic boarding schools are no longer only focused on Islamic educational institutions, but also social institutions that have a strategic role in building independence both from a social and community perspective. People often underestimate the role of Islamic boarding schools because they think that Islamic boarding schools are only capable of

producing traditional religious ideas or preachers. Currently, the role of Islamic boarding schools has grown rapidly. It can be believed that this can be a solution in increasing gross domestic product income in Indonesia.

One of the students said that by giving financial independence to the students, they had improved their economy. They are empowered to become Ab Mart employees, and the money obtained from these results is used to improve the economy of the Islamic boarding school and the entire Islamic boarding school community, as well as the facilities within it. The second goal is to provide entrepreneurial activities and learning to students so that they have the provisions to live in society and become independent in the future. The third goal is to improve the quality of life of students through increasing their innovation and creative abilities, which can be applied directly to entrepreneurship.

2. Increasing the Welfare of Students and the Community

Well-being is a state in which a person can live a good life where they feel satisfied with routines that can meet their basic needs and have good relationships with other people (Akbar 2019; Hardiyati, Hasanah, and Rohman 2023; Sari and Rafiâ 2023). Well-being is an expression of a person's life satisfaction, which can influence their quality of life. Meanwhile, according to law no. 11 of 2009, namely that social welfare is the condition of fulfilling the material, spiritual and social needs of Citizens. in order to be able to live a decent life so that they can carry out their social functions, which in this entrepreneurship has an impact on improving the welfare of students and the community at large. Starting with a wide marketing reach and wide working partners, the impact of improving the welfare of Islamic boarding school students can achieve various goals, including providing employment opportunities for other people, improving the welfare of the community around the Islamic boarding school, both workers and residents of the Islamic boarding school itself, and improving the quality of life of the community because Islamic boarding school students can obtain better skills and expertise in improving their own quality of life.

3. Development of Santri Skills

The young generation of students has the potential to become a generation of builders in the future (Ghofir and Umam 2020; Gustriani and Kholis 2024; Jannah 2014). By studying and instilling Islamic values in themselves, young students are expected to be able to contribute to building a moral religion and society. By maintaining traditions such as culture, characteristics and community identity, students are expected to be able to change people's lives. This role encourages Islamic boarding schools today to change the way they teach by incorporating elements of entrepreneurship education into their personal development programs. This can be a place for students to develop their talents and interests. The impact of the activities to develop students' skills as stated by Ustad Gunawan is as follows :

“ The impact is of course that we can build students' skills and knowledge related to entrepreneurship, provide insight into entrepreneurship, provide opportunities to try and choose for themselves. So they are free to express their ideas about planting anything and then we will support it. "That has the impact and motivates them to be more enthusiastic about entrepreneurship. “

The young generation of students has the potential to become a generation of builders in the future. By studying and instilling Islamic values in themselves, young students are expected to be able to contribute to building a moral religion and society. By maintaining traditions such as culture, characteristics and community identity, students are expected to be able to change people's lives (Awwaliyah 2019; Husen and Husni 2025). This role encourages Islamic boarding schools today to change the way they teach by incorporating elements of entrepreneurship education into their personal development programs.

Consultion

In an effort to improve the economy at Al-Bahjah Islamic Boarding School, which is advanced and successful, there are at least three efforts to strengthen Islamic boarding school-based economics and entrepreneurship at Al-Bahjah Islamic Boarding School, Cirebon Regency, including: First, Optimizing the quality of Products and Services, creating products that are able to compete in the market, empowering human resources owned by Islamic boarding schools, and improving entrepreneurial skills.

Second, the factors that influence the success of economic and entrepreneurship programs at the Al-Bahjah Islamic Boarding School, Cirebon Regency are good leadership and management, solid human resources, sufficient financing capital, implementation of entrepreneurship education, product innovation and use of technology in digital marketing, supporting infrastructure and facilities, well-established partnerships, and strict monitoring and evaluation. Third, the impact of strengthening Islamic boarding school-based entrepreneurship in Islamic boarding schools is increasing economic independence, developing students' skills, and improving the welfare of students and the community'.

The implications of the research results show that the strengthening of pesantren-based entrepreneurship in Al-Bahjah Islamic Boarding School, Cirebon Regency has had a significant impact on three main aspects. First, increasing economic independence for both Islamic boarding schools and the surrounding community through various business units such as AB Mart, AB Chicken, and AB Travel which are professionally managed. Second, improving the welfare of students and the wider community by creating jobs, expanding marketing reach, and establishing wide partnerships. Third, the development of students' skills in the field of entrepreneurship which provides them with provisions to live independently in the community, develop innovation, and improve creative abilities that can be directly applied. This shows that pesantren no longer only focuses on being a traditional Islamic educational institution, but has developed into a social institution that has a strategic role in building independence both from a social and community perspective.

CONCLUSION

Al-Bahjah Islamic Boarding School can be an example of Islamic boarding schools in Cirebon, West Java with their economic independence and entrepreneurship. This success must be carried out more professionally, so that the economy and entrepreneurship can be made more advanced and superior. For future researchers, the results of this research can be used as a basis for developing digital interpreneurship-based Islamic boarding schools through Content Creators, because we are in an era of increasingly sophisticated and advanced

technology and information. so that this research gap can be identified and become an important point in further research.

Based on the results of research on entrepreneurship at the Al-Bahjah Islamic Boarding School, Cirebon Regency, it is recommended to carry out several sustainable development efforts, including: expanding the partnership network with business actors and Islamic financial institutions, strengthening digitalization and technology for marketing and business management, diversifying products and services in accordance with market needs, strengthening the entrepreneurship curriculum that is integrated in the Islamic boarding school education system, development of a measurable monitoring and evaluation system, alumni empowerment through business incubation and mentoring programs, and strengthening Islamic values in business practices to build a distinctive identity. The implementation of this recommendation is expected to increase economic independence, expand social impact, and make the entrepreneurial model of Al-Bahjah Islamic boarding schools as an example that can be replicated by other Islamic boarding schools in Indonesia.

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